



NATIONAL SCIENCE FOUNDATION

Office Of The Director

July 15, 2005

Organizational Excellence at NSF

As I shared with you last year, NSF continues to make progress on its commitment to excellent, results-oriented management and stewardship, in keeping with the President's Management Agenda (PMA). I am happy to report to you that, thanks to your efforts, this year has been successful and we have promising opportunities for the year ahead.

The work we do at the National Science Foundation, supporting research and education in science and engineering, has a broad and lasting impact. This is evident through the over 1100 outstanding accomplishments (“nuggets”) from NSF-funded research you identified for review by our performance (GPRA) advisory committee. How we carry out our work is critical: we must be credible, accountable and efficient. We have been able to demonstrate this in a number of areas this year: we earned our third and fourth “greens” on the PMA scorecard – for Budget and Performance Integration and Strategic Management of Human Capital; we again received the highest rating for programs evaluated via the “PART” (the Program Assessment Rating Tool); we also earned the highest agency ratings on government-wide financial management metrics; and we again received a positive assessment of activities under the Organizational Excellence strategic goal.

These achievements flow directly from the system and process improvements that we have adopted including the enhanced award system, e-jacket, and new Fastlane features. The Business Analysis continues to make significant progress in addressing management challenges in the Foundation’s administrative and management areas. Recommendations have been forwarded in the Merit Review and Award Management and Oversight areas, an Administration Functions study is underway and a Technology Governance Framework has been developed. You will find more details in the attached document. All of NSF should take pride in these accomplishments.

This coming year will see more progress and more change: we’ll soon be welcoming a Dean for the NSF Academy, new E-Gov systems and tools will become available, our new E-Travel system, Fed Traveler, and our new Guest Travel system will gain new features fully automating the travel process, and we’ll put in place an enhanced model for award monitoring that incorporates substantial outreach and on-site assistance to the awardee community. You will also see some new efforts related to internal controls, part of a government-wide initiative to set stronger business and accountability standards.

In closing, I want to extend my thanks to our outgoing Deputy Director and Chief Operating Officer, Joe Bordogna, for his leadership and tireless work in countless areas, and particularly in implementing the President's Management Agenda. Joe brings vision and passion to everything he does, and that was true throughout his work as Chief Operating Officer. Joe saw from the beginning how the PMA, GPRA, and similar requirements could be internalized by NSF in ways that strengthen both our operations and our programs. Thanks to his leadership and guidance, NSF is now positioned to make an even greater contribution to discovery, learning, and innovation in the years ahead.

Arden Bement, Jr.

Organizational Excellence: The Key to Continuous Improvement

Two years ago, NSF established a fourth strategic goal, Organizational Excellence (OE), and accorded it equal status to the already-established goals of People, Ideas, and Tools (PIT). And, as with these goals, NSF also established a framework for assessing its achievements in OE, as required by the Government Performance and Results Act (GPRA). NSF also closely aligned its Organizational Excellence goals with the initiatives of the President's Management Agenda.

In one sense, assessing NSF's operational efficiency is nothing new. For years, the Foundation has employed a range of management indicators and other metrics that gauge its achievement in key areas – such as proposal dwell time, program “mortgages,” the 90 day program solicitation and announcement customer service rule, and numerous others.

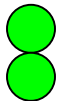
The new framework for the OE Assessment sets up a new process of self-assessment. The Office of Budget, Finance and Award Management (BFA) and the Office of Information and Resource Management (IRM) jointly conduct an annual assessment for three of the four major components of OE – Human Capital, Technology-Enabled Business Processes, and Performance Assessment. This assessment is then presented to the NSF Advisory Committee for Business and Operations (AC/B&O), which reviews the assessment to ensure its credibility. (The fourth OE indicator, Merit Review, is assessed by the Advisory Committee for GPRA Performance Assessment.)

For information on this year's assessment, please visit the [AC/B&O web site](http://www.nsf.gov/about/performance/) (www.nsf.gov/about/performance/). Even more important than the actual outcome of the assessment, is the mechanism it provides for focusing on continuous improvement across the Foundation. For example, much of the Committee's feedback this year addressed the need to establish a clearer link between the agency's OE goal and NSF's overall mission and goals. This in turn provides a valuable starting point for improving the OE goal, as part of the forthcoming update of the NSF Strategic Plan.

Budget and Performance Integration

Scorecard: Status: *Green*

Scorecard: Progress: *Green*



Last December, NSF “got to Green” in the President's Management Agenda initiative in Budget and Performance Integration. This was the culmination of a multi-year effort that began with the development of the NSF Strategic Plan for FY 2003-2008. All employee performance plans are now linked to the agency's strategic goals. The tracking of NSF's performance goals, budgetary resources, obligations, and expenditures and the mapping of the investment categories to the financial system allow for the identification of the full costing of programs. In addition, NSF has developed improved processes for tracking tradeoffs between cost and scope for major projects – not to mention the myriad PART evaluations. None of this would have been possible without contributions from across the Foundation.

This was a valuable achievement for the Foundation, as NSF's commitment to excellence in budgeting and financial performance underpins the agency's ability to advance the frontiers of science and engineering research and education. NSF's greatest contributions to U.S. leadership in science and engineering emerge through the diversity of its investment portfolio -- supporting merit-based science and engineering research in all fields, education at all levels, and activities at over 2,000 schools, colleges, universities, and other institutions across the nation. The vitality of this portfolio relies upon the timely and reliable information provided through NSF's budget, finance, and performance information systems and processes. This knowledge base allows NSF to establish priorities and pursue investment strategies that produce the highest returns on the nation's investment.

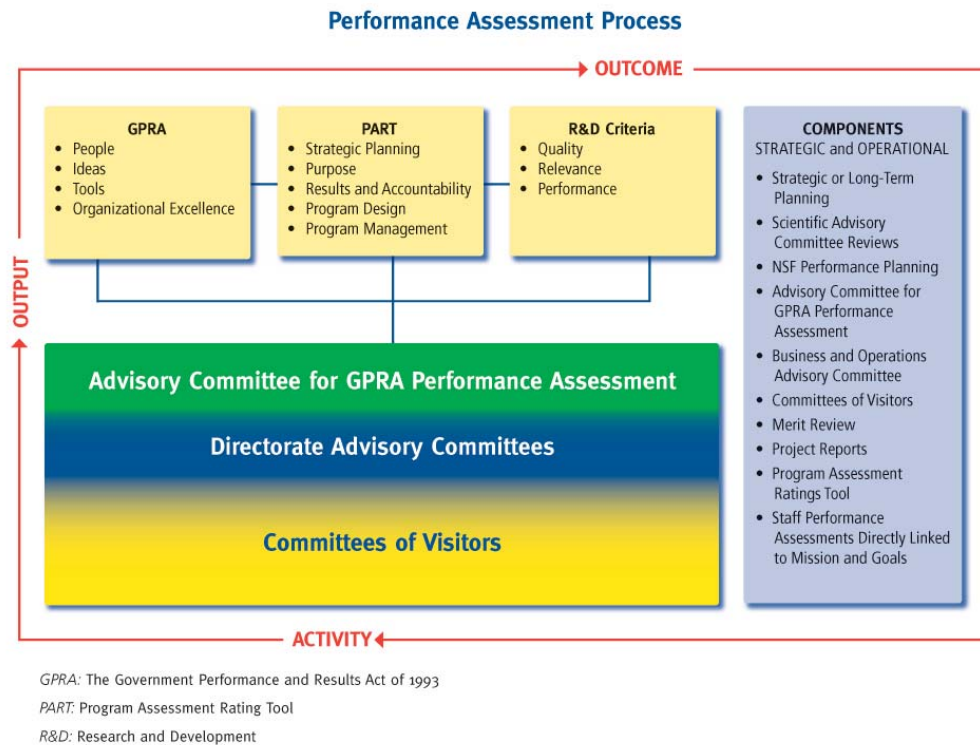
Research and Development Investment Criteria

In FY 2002, the Office of Management and Budget (OMB) and the Office of Science and Technology Policy (OSTP) jointly developed criteria for evaluating the investment in Research and Development (R&D) programs. The R&D Criteria consist of Quality, Relevance and Performance with major R&D agencies rated against these criteria as part of the President's Management Agenda scorecard. NSF is a leader in the R&D Criteria with a long history and continued progress in incorporating quality, relevance and performance into planning, management and evaluation.

Also in FY 2002, NSF established the Advisory Committee for GPRA Performance Assessment (AC/GPA) reporting to the NSF Director. The AC/GPA, consisting of 18-25 experts in various fields of science, engineering, and education, evaluates annual progress toward the Foundation's strategic outcome goals of People, Ideas, Tools and Organizational Excellence. As the only Advisory Committee charged with broadly assessing NSF's portfolio, the AC/GPA is also tasked with addressing quality and relevance in addition to performance.

Critically important to the AC/GPA in its public evaluation of NSF is the collection of outstanding accomplishments ("nuggets") written primarily by program staff. These nuggets, together with Committee of Visitors reports, Program Assessment Rating Tool (PART) evaluations, award abstracts, project reports and additional information requested by the AC/GPA, form the basis of the Committee's determinations of NSF's annual achievement toward the Foundation's strategic outcome goals. Through substantial efforts by program staff, a record number of nuggets were provided to the AC/GPA this year for their evaluation. In addition, by identifying nuggets that could be described as transformative and at the frontier and having program staff from across the Foundation in various disciplines explain why the identified accomplishments were at that threshold, NSF provided the AC/GPA with about 150 different interpretations from across NSF on ways to define bold, innovative, transformative research. With this input, the AC/GPA was better able to address the balance of innovative research in the NSF portfolio and potentially provide categories to define such research (which some have termed "high risk") meaningfully across disciplines for future analyses. It would not be

possible for the AC/GPA to reach its conclusions without the hard work of NSF staff in writing these accomplishments.



Business Analysis---Enabling Performance

A key agency initiative is NSF's Business Analysis study, now in its third year. The outcomes of the study are influencing current operational strategies and guiding long-term administration and management investments that promise important results for the agency's operations. The study is addressing the fundamental challenges facing NSF as it becomes a fully integrated organization capable of working both within and across scientific disciplinary organizational boundaries. This study is a key element of NSF's Administration and Management strategy, a concurrent analysis of human capital, business practices, and technology, which is now part of the Organizational Excellence strategic goal.

The Business Analysis is based upon a holistic approach to management excellence as well as to achieving results, and supports several initiatives of the President's Management Agenda concurrently. The solutions discovered are helping us to evolve as an agency and to best meet the needs of our science and engineering research and education community.

Opportunities in two critical areas of Merit Review and Award Management and Oversight have been emphasized this year. Senior management has approved a set of recommendations in these areas and this portion of the analysis has moved to the preliminary stages of implementation.

An Administration Functions Study (AFS) is another product of NSF's Business Analysis. The study, which includes significant NSF staff participation, is designed to address the impact of rapidly changing work processes, shifts in workload and advances in technology on the Foundation's ability to efficiently perform its administrative functions. More details are provided below, in the Human Capital section of this report.

Enhancements have also been realized in the technology portion of the study. The Technology Governance Framework has been completed and, when implemented, will allow NSF to better manage its Enterprise Architecture, IT investments and overall project and risk management.

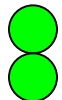
The Business Analysis team recognizes that the best ideas often come from directly within the organization, and thus are actively involving NSF staff in the analyses. The results and benefits of this effort are just beginning to emerge. NSF staff will be kept up to date as results develop. For those staff members who want to learn more about results and outcomes of the Business Analysis, the status of current activities, who is involved in the project, and how you can participate, please visit the updated website at: www.inside.nsf.gov/business_analysis/.

Financial Performance:

Scorecard: Status: *Green*

The Track Record

Scorecard: Progress: *Green*

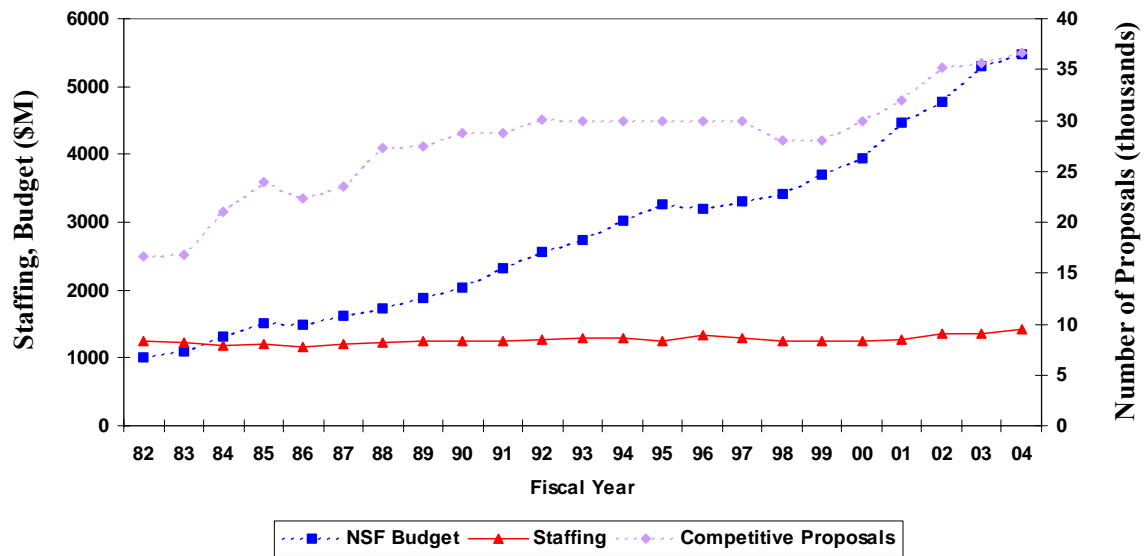


When the first President's Management Agenda (PMA) scorecard was issued in September 2001, there was only one "Green." NSF was the only agency so recognized – for its accomplishments in financial performance and management. Since then, NSF's rating for Financial Performance has stayed Green for 14 more PMA Scorecards. NSF has also maintained a substantial "green" track record and the highest agency marks on key indicators through the Chief Financial Officers' Council government-wide Metric Tracking Indicators for financial performance (fido.gov/mts/cfo/public/200502/).

These scores serve as indicators of NSF's continuing quest to provide the highest quality of business services to our customers, stakeholders and staff. They are evidence of our sustained commitment to effective funds control, prompt and streamlined award processes and reliable and timely financial data to support good management decisions. NSF's high quality, responsive electronic communications and processing systems are the backbone of our operations, and the key to our success in interacting and servicing the research and education communities efficiently and effectively.

Since FY 1990, NSF's budget has more than doubled while staffing has increased less than 10 percent. The volume of proposals has increased significantly, as has the volume of awards. Thus it has been vital for the agency to increase the productivity and efficiency of its core business operations and enhance financial management and controls. The PMA's early acknowledgement of NSF's outstanding financial performance and management is the result of NSF's long standing practice of embracing advanced technology and leading edge business practices. For NSF, excellence in

**Comparison of NSF Budget, Staff and
Competitive Proposal Submissions over Time**



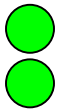
financial management has enabled us to pursue critical investments in science and engineering research and education that will ensure our children will live in a secure homeland, enjoy continued economic prosperity and maintain a high quality of life.

As athletes know, sustaining a high level of performance is a challenge that equals, if not exceeds, attaining that high level of performance. Or, put another way, “it’s not easy staying green.” The 14 consecutive green ratings in Financial Performance have been achieved and maintained through a proactive approach of pursuing continuous improvements, advanced technology and meeting financial challenges. NSF staff has actively served on interagency committees and workgroups, such as the Chief Financial Officer’s Council (CFOC) Financial Statement Acceleration Committee, the Payroll Advisory Council, and the CFOC Improper Payments Information Act (IPIA) reporting workgroup, to share our experiences, as well as to stay at the forefront of innovation. NSF has a long-standing record of being at the frontier in business as well as in research approaches. NSF and its financial team are proud of our “Green” Scorecard history. The League of American Communications Professionals has rated NSF’s annual report as among the top annual reports in the country for the last four consecutive years and the 2004 report also received a Blue Pencil Award of Excellence from the National Association of Government Communicators. NSF is a recognized leader in Federal financial management and reporting and continues to work at maintaining excellence in financial performance.

Electronic Government

Scorecard: Status: *Green*

Scorecard: Progress: *Green*



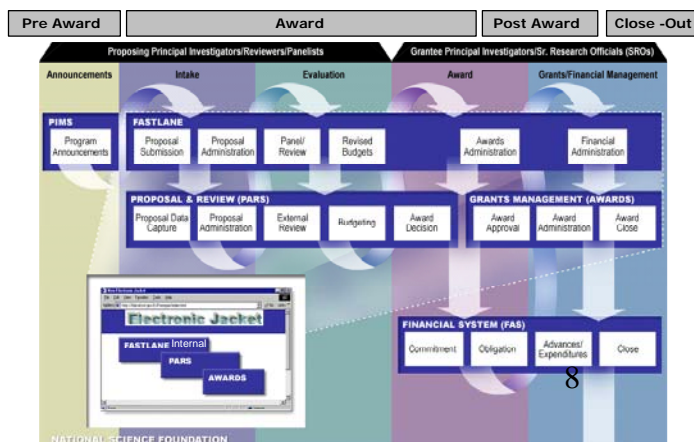
The use of E-Government tools is critical to NSF's success and integral to our work and communications with the science and engineering community. We are proud of sustaining our "green" scorecard rating in this area.

Grants.Gov and Grants Management Line of Business

NSF is a leader and innovator in government-wide efforts to automate and streamline end-to-end grants management activities. We continue to make access faster and easier for the grantee community through enhancements to our internal systems. Improvements were made this year in the areas of pre-and post-award grant monitoring and contract management. NSF's successful FastLane system, used by over 250,000 scientists, educators, technology experts and administrators, has allowed for virtually 100% of proposals to be submitted electronically to NSF, laying the groundwork for smooth transitioning to the Grants.gov portal. Total volume increased nearly 10% to over 43,000 proposals in the past fiscal year. As an active participant in Grants.gov, NSF assured that 100% of NSF funding opportunities were posted this year on the Grants.gov web site. In addition, NSF completed the interface between FastLane and Grants.gov, pilot tested it with the community, and has identified twenty-three programs that will accept applications via the Apply function by the end of the fiscal year. Sixteen of the twenty-three programs are already available on Grants.gov to accept applications via the Apply function.

NSF also co-chaired, with the Department of Education, the Grants Management Line of Business task force. The Line of Business is using a consortia-based approach to develop service centers around functional and grant-type competencies. In addition to acting as co-chair, NSF has participated in all three working groups to produce task force deliverables for OMB, including the business process workgroup, the business case workgroup and the target architecture workgroup (which NSF led). NSF will continue to lead and support Grants Management planning activities as they evolve in FY 2006.

E-Jacket



E-Jacket is a web-based application designed to give Foundation staff a way to electronically process proposals upon FastLane submission. It eliminates paper files and allows simultaneous access to critical program records and

transactions. Several enhancements were made to E-Jacket in the past year in response to customer feedback and to increase E-Jacket's efficiency and effectiveness. E-Jacket now uses a beta release approach that allows staff to pilot new features in real-life scenarios and provide timely feedback on functionality. Recent upgrade examples include options allowing users to customize their displays, notifications to alert users about items requiring immediate attention, the ability to add personal notes to work items and improved capacity to manage proposal budgets. As a result of this new functionality, the time it takes to process a proposal from submission to final decision was reduced by 20 days, on average, as compared to processing time with legacy applications.

E-Travel

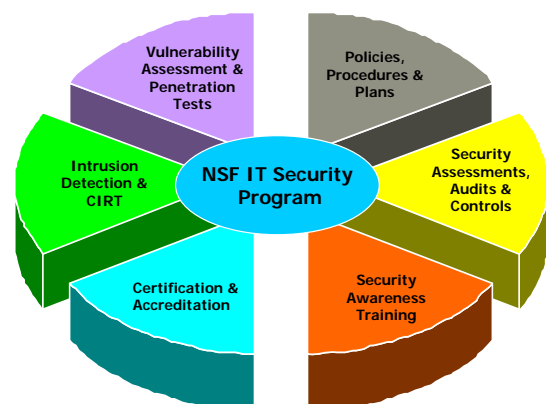
The E-Travel program is a government-wide web-based service that automates travel management practices and functions. NSF selected one of the three PMA e-Travel vendors early this year and implemented its new E-Travel system, FedTraveler.com, in March 2005. All NSF staff travelers are now using the system. Full integration with the NSF finance system is anticipated for early in FY 2006. This system will benefit NSF staff and panel travelers through faster reimbursements, strengthened systematic controls and automated travel card management staff workload. NSF has conducted numerous E-Travel training sessions for employees and has designated several staff members to be experts in the system to provide support to NSF travelers and travel managers.

E-Authentication

The E-Authentication initiative intends to provide a trusted and secure standards-based authentication architecture to support Federal E-Government applications and initiatives. This approach will provide a uniform process for establishing electronic identity and eliminate the need for each initiative to develop a redundant solution for the verification of identity and electronic signatures. Benefits include a secure, easy-to-use method of proving identity to the government while sparing users the burden of having to track multiple sets of registration information. NSF performed a successful E-Authentication pilot this year involving Grants.gov, with NSF and Department of Agriculture, demonstrating the ability to serve as credential providers to each other's systems. More information will be provided as this effort continues.

Security

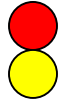
NSF is cognizant of the ever-increasing vigilance required to secure our people, information and assets. NSF's security program is strong and continues to prevent potentially serious threats to our information systems. Achievements in this area include NSF being recognized as one of six



agencies rated as Good by their Inspector General on quality of its certification and accreditation process, all major applications being certified and accredited and 96% of NSF employees completing security awareness training. A secure information environment is critical to the success of our programs and we are committed to sustained attention and vigilance in this area.

Competitive Sourcing

Scorecard: Status: *Red*
Scorecard: Progress: *Yellow*



The Competitive Sourcing initiative is designed to ensure improved performance and efficiency in federal programs by opening the commercial activities performed by the government to the dynamics of competition between the public and the private sectors. Opening these activities to competition is a way to test various alternatives, foster innovation, and provide decision makers with choices so they can select the best approach to competitive sourcing without compromising NSF's mission. Our competitive sourcing strategy is strategically linked to both our Human Capital Plan and e-Government initiatives. NSF believes this integrated approach will help to ensure that the Foundation's missions and goals continue to be met while we pursue our PMA initiatives.

NSF's first Competitive Sourcing action will involve approximately 20 new FTEs needed to perform technical and administrative support services within the Office of Budget, Finance & Award Management (BFA). These positions support NSF's post-award monitoring and oversight activities. This activity was selected as our first competitive sourcing endeavor to address a recommendation to "increase the resources dedicated to post-award monitoring" contained in a repeat Reportable Condition on Post-Award Monitoring in NSF's 2004 Financial Statement Audit Report. Effort in this area has dramatically increased in recent years in response to this reportable condition. To meet this new activity, NSF plans to conduct a public-private competition to provide increased resources for administrative and technical support to better enable our post award monitoring efforts. This competition was publicly announced in June.

Strategic Management of Human Capital

Scorecard: Status: *Green*
Scorecard: Progress: *Green*



NSF's administration and management planning supports our Organizational Excellence strategic goal and places special emphasis on Human Capital. Our intention is to have a "diverse, agile, results-oriented cadre of NSF knowledge workers committed to enabling the agency's mission and to constantly expanding their abilities to shape the agency's future." We have relied on the PMA Human Capital initiative for guidance in this area and have achieved a steady "green" in progress as we pursue this challenging goal. We have undertaken a variety of activities, and participated in a number of government-wide initiatives, to help assure that the best people are doing the very best they can at NSF.

The NSF Academy

Chartered in FY 2003, the NSF Academy supports career development and organizational learning initiatives for the Foundation's staff. The curricula provide developmental opportunities for all NSF staff, including administrative, support, Program Officer and managerial/executive positions. Goals for the Academy include: develop the knowledge, skills and competencies of employees to improve performance; use innovative, cutting-edge learning technologies to advance education and development; and add value to the NSF through organizational development programs. Achievements this year include development of a new Project Management Certificate program; development of a new leadership curriculum, including a suite of new programs and an on-line "Manager's Handbook"; and institutionalization of organizational development services throughout the Foundation. (34 unique workshops and retreats were conducted). In addition, an Academy Working Group, comprised of representatives from each directorate, was established and will provide advice and guidance on curriculum development and learning management. A Dean has been selected and will begin with the Academy in July 2005.



Administrative Functions Study

As noted above, the [Administrative Functions Study](#) (AFS) is designed to address the impact of rapidly changing work processes, shifts in workload, and advances in technology on the Foundation's ability to efficiently perform its administrative duties. The study, with considerable staff input at all levels, is examining the distribution of administrative functions among staff in the Science and Engineering (S&E) Directorates and will recommend strategies to better align those functions in support of the NSF mission. The study will evaluate existing NSF staffing models; identify new or modified staffing models; define competencies for the positions in the new models, and propose high level migration strategies to assist Divisions and Directorates/Offices in transitioning, as appropriate, to any chosen model. Ultimately, the study will propose alternative career paths and create learning maps and training plans for NSF administrative staff in the S&E Directorates who wish to manage their opportunities for future career development. The study responds to initial findings from the Business Analysis, addresses workforce-planning issues for critical segments of the NSF population, meets PMA workforce planning objectives, and supports implementation of the NSF Human Capital Management Plan.

Human Capital Performance Metrics

The Division of Human Resource Management (HRM) developed a Human Capital Accountability Plan as a companion piece to the NSF Human Capital Management Plan (HCMP). This Accountability Plan measures NSF's progress toward meeting the goals outlined in the HCMP. Metrics are monitored on a monthly basis and reported to the Office of Personnel Management (OPM) quarterly. These indicators include not only Human Capital measures derived from HRM's Human Resource Information System, but also findings from the Business Analysis, GPRA, PART and the Federal Human Capital Survey. Additionally, the Division is partnering with the Department of the Interior's National Business Center to develop a web based "dashboard" that will facilitate the reporting of Human Capital information to NSF management. To date, NSF has completed sixty percent of the actions outlined in its five year HCMP and has reached the incremental goals laid out in the corresponding Accountability Plan.

Diversity Activities

In FY 2004, NSF convened a committee of NSF executives, managers, and staff to address NSF's performance goal to increase the diversity of the agency's Science and Engineering staff. The committee's product, "Diversity in the NSF Science and Engineering Workforce: A Report and Plan for Action," presents data on the current status of diversity within NSF staff and proposes steps to address issues of diversity and provide a framework for effective recruitment and outreach, together with development of effective, objective measures for accomplishment.

HRM is attending conferences and meetings that serve a minority audience (e.g., American Indian Science & Engineering Society, Black Issues in Higher Education, Society of Hispanic Professional Engineers), and NSF is conducting workshops and breakout sessions and having one-on-one discussions at these conferences. HRM is again partnering this year with the Office of Equal Opportunity Programs to participate in the Disability Mentoring Day. This effort is sponsored by the Department of Labor and encourages all Federal agencies to provide a day where disabled students could "shadow" managers and supervisors in the work place. The success of this initiative could eventually result in NSF providing meaningful internship opportunities for students with disabilities.

2004 Federal Human Capital Survey

The Office of Personnel Management (OPM) conducted the second iteration of the Federal Human Capital Survey (FHCS) in the fall of 2004. Employees from 29 major Federal agencies and selected small/independent agencies were asked questions about their agency's management of human capital and agency human capital initiatives. NSF staff's response rate was the third highest in the government (65.8%), and preliminary

analysis of NSF data paints a picture of an agency whose focus on the effective management of human capital continues to yield results. NSF achieved wide-spread increases in positive responses to questions about *Personal Work Experiences; Job Satisfaction; Recruitment, Development and Retention; Performance Culture; Leadership and Learning*. While the findings from the 2004 Federal Human Capital Survey are only one tool by which to evaluate NSF's human capital management and human capital initiatives, the survey data is consistent with the Foundation's efforts to continue to be one of the Federal government's premier employers.

Telework Opportunities

Telework, also known as "Telecommuting" or "Flexiplace" is the ability for an employee to perform his/her official duties at a location other than the office. Often this is the employee's home, but it does not need to be. NSF encourages all NSF employees to consider the opportunities that telework can present to both the Foundation and the individual. Not only does it reduce commuting congestion, time and costs, but it also can be a great asset towards achieving a better balance between work and personal life. Telework, when implemented prudently, has been shown to increase productivity, be an employee morale booster and be an effective recruiting tool.

While not an entitlement, for the vast majority of NSF employees telework is an extremely viable option. It should be incorporated where it makes good business sense to do so.

In September of 2004 NSF implemented a new agreement with AFGE Local 3403 concerning telework. The provisions of this agreement are applicable to all NSF employees and require that to be eligible to telework, employees need to be able to demonstrate that the necessary personal traits, position transferability, and technological resources are present. Since inception of the new agreement, the number of teleworkers at NSF has more than doubled - from 207 in September 2003 to 416 as of June 2005. That is about 31% of the NSF workforce.

Human Capital Electronic Government Initiatives

During the summer of 2004, NSF piloted the Electronic Questionnaires for Investigations Processing (eQIP) component of eClearance. This initiative allows NSF employees to submit the SF 86, Questionnaire for National Security Positions, easily on line. The pilot was successful, and the system is now used throughout the Foundation for all new hires requiring this form (approximately 5% of NSF staff) and for those staff needing reinvestigations. The system offers checks and measures to ensure that the applicants are 99% more likely to complete the form correctly the first time. With the paper applications, nearly all forms had portions rejected. This initiative has eased the paperwork burden on NSF staff.

HRM is actively coordinating with OPM in planning for the implementation of the Enterprise Human Resource Integration (EHRI) initiative. The EHRI initiative will improve the internal efficiency and effectiveness of the Federal Government by streamlining and automating the storage and exchange of Federal employee Human Resource information. The standardized data repository being developed by OPM will offer a Business Intelligence reporting tool for on-demand queries and workforce analyses. The system will also provide access to civilian personnel data with additional statistical analyses to assist us with workforce planning and development of forward-looking analytical data and projections. We have attended familiarization training for these tools and are actively involved in data standardization efforts, with a number of HRM staff assisting in validation and verification testing.

Human Resources Management Line of Business

The Human Resources Management Line of Business (HR LOB), jointly sponsored by OMB and OPM, will provide common core functionality across the Federal Government to support the strategic management of human capital. Primary goals are to improve strategic management, achieve operational efficiencies, provide cost savings and enhance customer service. NSF, as one of twenty-two partner agencies, has taken a leadership role on the HR LOB task force in defining the LOB's future course and the role of Shared Service Centers. We are currently performing our functional requirements analysis in anticipation of the announcement of the Shared Service Centers. NSF has been actively involved in the HR LOB Task Force since its inception. Its vision is to create a framework for a government-wide, modern, cost effective, standardized, and interoperable Human Resources solution that provides common core functionality and maximizes automation of processes to support the strategic management of human capital. To realize the vision, the HR LOB seeks to achieve goals in improved management, operational efficiencies, cost savings/avoidance and improved customer service within the Federal human capital environment. The HR LOB initiative will likely result in the establishment of government-wide Shared Service Centers that will provide technology solutions to support multiple agencies, including NSF, with high quality HR management and back office support.

E-Training

The purpose of this initiative is to create a premier E-Training environment that supports development of the Federal workforce through simplified, one-stop access to high quality e-Training products and services. Goals include simplifying and unifying e-Training services across the Government to improve the efficiency and effectiveness of operations; enhancing agency human capital initiatives by supporting and/or leveraging existing E-Training resources; and advancing continuous learning as a strategic business investment that promotes organizational agility, cost efficiencies, and improvements in performance. In the past year, pursuant to these goals, NSF has selected a vendor for its Learning Management System (LMS) and the project was kicked-off with OPM and the vendor.

Once operational, the LMS will facilitate training administration and improve identification of training courses relevant to the Foundation workforce, thus enhancing employee career development.

Some Final Thoughts

Of course, Organizational Excellence is more than the sum of this sampler of parts. Organizational Excellence is achieved through the ongoing work of our NSF team—our staff, contractors, reviewers, and awardees—relying on a suite of tools and ideas that we are continually assessing and improving. The President’s Management Agenda has been a key driver in many of these initiatives and, as described above, has made a significant, transformative difference in how business is done at NSF and with our partners. NSF continues to be an effective, results-oriented agency that makes an important, positive difference in our nation and our world.

Useful Information Sources

- The President’s Management Agenda: www.results.gov/
- E-Gov web site www.whitehouse.gov/omb/egov/index.html
- Chief Financial Officers’ Council government-wide Metric Tracking Indicators for financial performance fido.gov/mts/cfo/public/200502/
- Federal Human Capital Survey 2004 www.fhcs2004.opm.gov/
- NSF Home Page www.nsf.gov
- NSF Strategic Plan: www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf04201
- NSF FY 2005 Performance Budget <http://www.nsf.gov/about/budget/fy2005/toc.htm>
- NSF FY 2004 Performance and Accountability Report: www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf0501
Highlights at www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf0502
- The NSF Advisory Committee for GPRA Performance Assessment <http://www.nsf.gov/about/performance/acgpa/index.jsp>
- The NSF Advisory Committee for Business and Operations: <http://www.nsf.gov/oirm/bocomm/>
- NSF Business Analysis www.inside.nsf.gov/business_analysis/
- NSF Academy www.inside.nsf.gov/oirm/academy/
- Administrative Functions Study www.inside.nsf.gov/oirm/hrm/wpab/afs/index.cfm
- Telework at NSF www.inside.nsf.gov/oirm/hrm/lmr/telework/index.cfm
- Office of Information and Resource Management Newsletter: www.inside.nsf.gov/oirm/insideoirm/current.htm